

2 May 1972

MEMORANDUM FOR THE RECORD

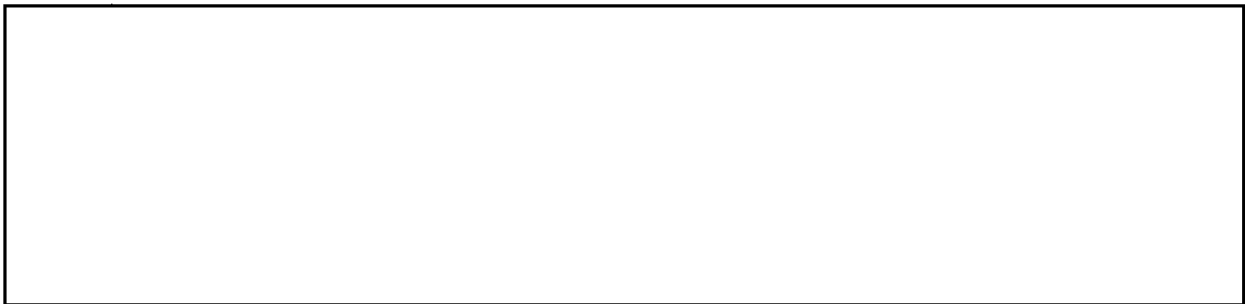
SUBJECT: Meeting with Andrew Marshall, NSC Staff, 2 May 1972

1. The following proposals concerning projects which would stimulate development of substantive intelligence guidance from the NSCIC were discussed today by Andy Marshall and me.
2. Andy, thus far, has no response from Mr. Kissinger to his proposal that the NSC Staff develop a statement of intelligence needs. Andy has not been able to discuss this proposal with Mr. Kissinger but he is hopeful of a favorable response. It is Andy's expectation that such a statement of needs would discuss future problem areas as well as current needs.
3. Andy and I both feel it could be useful to involve the NSCIC Working Group members themselves in the conduct of a DELPHI exercise somewhat similar to the ALPHA group effort conducted by [] for DIA. Our initial idea is that a statement of the problem and a background paper would be distributed to the individual members of the Working Group. They would submit their responses individually and the results of the first exercise would be submitted to them individually and they would be allowed at least a week to prepare their submissions for the first iteration. It is probable that several iterations would be required and the entire process could well take a month to six weeks. The results of this DELPHI exercise, indicating the Working Group assessment as to the relative value of different kinds of intelligence to U.S. security/policy interests, should then be submitted to the NSCIC for comment. The end result of such an exercise would be an expression of high-level consumer interest as to the relative value of the various subject matters of intelligence.
4. In his comments to Andy on the DCID 1/2 Supplement, Mr. [] of the NSC Staff indicated it should be valuable if intelligence producers would formulate a list of issues on which NSCIC guidance would be of value. Neither Andy nor I are clear as to what kinds of "issues" [] has in mind. Andy is going to explore this further with [] and it may be possible to devise terms of reference under which the managers of production programs could formulate options based on the different choices available to them and request NSCIC guidance on these options.

5. Andy considers it would be useful to submit proposed NIE schedules to the NSCIC in order to get formal committee comment for use by ONE. Andy and I both recognize that the individual members of the NSCIC could have access to the proposed NIE schedules under the present dissemination given these papers but making the preparation of comments an NSCIC task would be a means of obtaining formal comment.

6. Andy suggests that it might be well to consider a different way of presenting terms of reference for the NIE's in order to elicit user comments. The present terms of reference are primarily intended for internal intelligence audiences in order to advise the various production agencies as to the kinds of inputs which are needed. In addition to this, however, a separate "terms of reference" by whatever title which identified the major issues intended to be addressed in the NIE would provide a basis on which high-level users could submit comments.

7. Andy agreed that the possibility of requesting policy-level users to indicate their near-term problems on which intelligence inputs would be particularly valuable deserves exploration. This, in effect, would be requesting the users of intelligence to indicate those areas of current intelligence in which they expect to be the most interested over the next three to six months.



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Chief, PRG/IC

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